

DDS&T #3864-73

6 DEC 1973

MEMORANDUM FOR: Executive Officer, OSA

SUBJECT: DDS&T Career Development Course #8

1. The DDS&T Career Development Course will be run for the eighth time from 2 January to 31 May 1974. Your organization has contributed to the success of the past courses, and I am looking forward to our collaboration for this Course.

2. For the benefit of your briefers, I have attached biographic sheets on the students who will be attending and also some general guidelines for briefers. I have also included the current schedule, still subject to change, for the Course.

3. I have indicated in red on the schedule the times when your office will participate. When programs for particular days are firmed up, please let me know as early as possible, as I plan to distribute to the class each week's schedule on the previous Thursday.

4. Please let me know if you have any questions or comments. I can be contacted at Room 6E38. Headquarters; my phone numbers are [redacted]

[redacted] Thank you for your help in this matter.

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Director

DDS&T Career Development Course #8

Attachments:
As stated

DDS&T #3861-73

5 December 1973

MEMORANDUM FOR: DDS&T Career Service Board Members

SUBJECT: Career Development Course #8

1. Attached are our current schedule, still subject to change, and list of students in CDC #8, showing their backgrounds and interests for your information. The average age of the students is 35.1 years; their average grade is 12.5; and the average time on board is 7.2 years.

2. I would like to remind you of the areas where you can be most helpful in making suggestions for this course. These were mentioned briefly at the CSB meeting on 15 November:

- a. Suggestions for projects that students from your Office or another Office might undertake--remember part time over a period of 3-4 months or so.
- b. Possible DDO case studies involving S&T.
- c. Possible trip sites, particularly nearby ones if we are limited by the energy crisis, and "environmental sites."
- d. Possible alternatives to the long or even the short trips.
- e. Handouts--wiring diagrams, mission and function sheets, directories, etc.--send 17 copies to 6E38 a week prior to presentations, if possible.
- f. Articles, books, or portions of books you read or hear about that are suitable as handouts for or reviews by CDC students.

If something comes to mind, have your secretary call me on

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3. I expect each Office in its briefings for the CDC students to cover what that Office is doing in the "national welfare" area--economics, environment, pollution, energy, narcotics, terrorism--in addition to its traditional national security areas of concern.

4. I am sending some general guidelines for briefers, the student data sheets, and summary critique of last year's presentations to your Office contacts whom you named at the 15 November meeting.



Director

DDS&T Career Development Course #8

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Attachments:
As stated

3 December 1973

DDS&T CAREER DEVELOPMENT COURSE #8

Week	Start Date	Theme	Monday	Tuesday	Wednesday	Thursday	Friday
1	Jan 2	Intelligence Environment		Holiday	Future Congress	IC NRO NSC PFIAB DDS&T	USIB EMS Tutor.
2	7	DDS&T & Intel. Comm.	OSI SIC JAEIC	OWI GMAIC SIGINT SORS	COMIREX OSA OEL NPIC	ODE OTS ORD	Optics Tutorial
3	14	DDS&T & Other Dir.	DDM&S Over-view: PPB	OS	DDI Over-view; CRS	DDO Over-view; DCD	Electronics/Laser Tutor.
4	21	Imagery Exploit.	NPIC	NPIC	IAS	EK	IBM
5	28	Trip Preparation	NE Tutorial	NE Tutor. OSI NED	OSI NED	Mgmt. Module	Mgmt. Module
6	Feb 4	Computers	OJCS	OJCS	Student Projects	NASA Orientation	AEC Orientation
7	11	Eastern Trip	Oak Ridge	Huntsville	Savannah River	Charleston	Charleston
8	19	OSI Divisions	Holiday	OSI	OSI	Target: China	Student Projects
9	25	OSI Divisions	Radar Tutor. Stud. Projs.	OSI	OSI ACDA SALT	Mgmt. Module	Mgmt. Module
10	Mar 4	OEL Divisions	OEL	OEL	OEL	OEL	Student Projects
11	11	OSA Divisions	OSA	OSA	NASA-Langley	Mgmt. Module	Telemetry Tutorial
12	18	OWI Divisions	OWI	OWI	OWI	OWI	ODE
13	25	ODE Divisions	ODE	ODE	ODE	ODE	ODE
14	Apr 1	Western Trip	Wright-Pat.	SAC	AEC Nevada		Beale
15	8	Western Trip	Lockheed	Lockheed	Vandenberg	Edwards	Hughes TRW
16	14	Easter	L	E	A	V	E
17	22	ORD Divisions	Mgmt. Module	ORD	ORD	ORD	ORD
18	29	DDO Organ.	DDO	DDO	Ops. Fam.	Ops. Fam.	Ops. Fam.
19	May 6	DDO Support	Target: USSR	OTS	OTS	OTS Stud. Projs.	Student Projects
20	13	Commo	OC	OC	NSA	NSA	Student Projects
21	20	Consumers	WH Sit. Rm. NSC PFIAB	DIA ARPA JCS	OMB Hill Cmt.	Student Projects	CSB Interviews
22	28	Consumers	Holiday	NSF NAS	Consumers	CSB Interviews	Admin: Graduation

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Next 16 Page(s) In Document Exempt

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GENERAL GUIDELINES FOR CDC AGENCY SPEAKERS

1. In view of the large number of changes being made or considered in the Agency environment, we urge speakers to emphasize the future--tell it like it is or is going to be (as far as you know or would like), rather than like it was. The students appreciate most highly the speakers who are frank, candid and forthcoming in acknowledging both failures and successes, problems and solutions, and relating these to the middle level managers. Remember too, to minimize use of specialized jargon and acronyms without first explaining them or defining them in a handout; there are still those who don't know what an SS-9 at TT is.

2. A word on the use of "wiring diagrams" in vu-graph form. Often these are so detailed as to be unreadable in the rear of the classroom. (Keep graphics simple.) I strongly recommend that speakers supply up-to-date handouts of their organization chart, mission and function sheets, and office directories so they can be distributed to the students in advance of an office presentation. The speaker and the students may then refer to them if desired during the briefing, avoiding a darkened room, a particular hazard immediately after lunch. Those students who have questions concerning organization, missions, or functions will be asked to save them for the question period. Speakers should particularly avoid giving a detailed chronological history of their office. Hit the highlights or provide another handout. Such material should be sent to Room 6E38, Headquarters Building, as far in advance as possible.

3. By providing the basics in handouts, speakers can then spend their time on their views of the function of their components, how they relate (or don't relate) to other components which support them and which they support, and their ideas for improvements. What most interests the students is not history, but current substantive intelligence and management problems and future prospects. With a group this size, speakers should find it easy to develop a dialogue with the students.

4. Most presentations are briefing sessions with a question and answer period. Some speakers may talk for only 10-15 minutes and then field questions; others use most of their hour for briefing. I encourage variety and realize that some speakers and subjects lend themselves better, say, to a "show-and-tell" exhibit, a seminar session, or a "Huntley-Brinkley" session with one allied colleague--or even one in competition for an opposing or contrasting view. My aim is flexibility and variety in presentations as we all know that weeks on end of being "briefed at" can be stultifying. I am ready to schedule what you prefer or to help in trying out something new. Involvement of the class members in doing something or answering questions put to them is often an effective change.

5. I highly recommend use of specific examples and recent case histories where possible, as they enliven any presentation. Graphics are quite useful--if they are clear and readable. Large printing is essential; small print is worse than useless because of the poor impression it creates. Vu-graphs are most commonly used, although other visual aids are available. Skillful use of the blackboard or briefing board should not be overlooked as a visual aid.

6. Background information on the students will be supplied giving their education and intelligence interests. These are to help the briefers tailor their presentations to this particular group. The schedules should allow time for a question and answer period with the speakers and for discussion among class members by themselves about what they have heard the previous day. Schedules should not be packed to the fullest, as the students require time to digest what they are learning, to read, and to work on their projects. A short briefing with a few major points often has a more lasting effect than one filled with a multitude of details which are soon forgotten.

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3 December 1973

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DDS&T CAREER DEVELOPMENT COURSE #8

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1	Jan 2	Intelligence Environment		Holiday	Future Congress	IC NRO NSC PFIAB DDS&T	USIB EMS Tutor.
2	7	DDS&T & Intel. Comm.	OSI SIC JAEIC	OWI GMAIC SIGINT SORS	COMIREX OSA OEL NPIC	ODE OTS ORD	Optics Tutorial
3	14	DDS&T & Other Dir.	DDM&S Over-view; PPB	OS	DDI Over-view; CRS	DDO Over-view; DCD	Electronics/Laser Tutor.
4	21	Imagery Exploit.	NPIC	NPIC	IAS	EK	IBM
5	28	Trip Preparation	NE Tutorial	NE Tutor. OSI NED	OSI NED	Mgmt. Module	Mgmt. Module
6	Feb 4	Computers	OJCS	OJCS	Student Projects	NASA Orientation	AEC Orientation
7	11	Eastern Trip	Oak Ridge	Huntsville	Savannah River	Charleston	Charleston
8	19	OSI Divisions	Holiday	OSI	OSI	Target: China	Student Projects
9	25	OSI Divisions	Radar Tutor. Stud. Projs.	OSI	OSI ACDA SALT	Mgmt. Module	Mgmt. Module
10	Mar 4	OEL Divisions	OEL	OEL	OEL	OEL	Student Projects
11	11	OSA Divisions	OSA	OSA	NASA-Langley	Mgmt. Module	Telemetry Tutorial
12	18	OWI Divisions	OWI	OWI	OWI	OWI	ODE
13	25	ODE Divisions	ODE	ODE	ODE	ODE	ODE
14	Apr 1	Western Trip	Wright-Pat.	SAC	AEC Nevada		Beale
15	8	Western Trip	Lockheed	Lockheed	Vandenberg	Edwards	Hughes TRW
16	14	Easter	L	E	A	V	E
17	22	ORD Divisions	Mgmt. Module	ORD	ORD	ORD	ORD
18	29	DDO Organ.	DDO	DDO	Ops. Fam.	Ops. Fam.	Ops. Fam.
19	May 6	DDO Support	Target: USSR	OTS	OTS	OTS Stud. Projs.	Student Projects
20	13	Commo	OC	OC	NSA	NSA	Student Projects
21	20	Consumers	WH Sit. Rm. NSC PFIAB	DIA ARPA JCS	OMB Hill Cmt.	Student Projects	CSB Interviews
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2d Week - The DDS&T and the Intelligence Community

Monday, 7 January 1974 - 6F21 Headquarters

0800 Class Discussion and Administration
0900-1000 Director of Scientific Intelligence (OSI),
Dr. Karl Weber
1015-1115 Chairman, Scientific Intelligence Committee (SIC),
Dr. Karl Weber
Lunch
1300-1400 Chairman, Joint Atomic Energy Intelligence
Committee (JAEIC), [REDACTED]

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Tuesday, 8 January 1974 - 6F21

0800 Class Discussion
0900-1000 Director of Weapons Intelligence (OWI),
David Brandwein
1015-1130 Chairman, Guided Missile and Astronautics
Intelligence Committee (GMAIC), [REDACTED]
Lunch
1300-1430 The NIO System, George Carver
1500-1600 Chairman, SIGINT Committee, [REDACTED]

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Wednesday, 9 January 1974 - 6F21

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0800 Class Discussion
0900-1030 Chairman, Committee on Imagery Requirements and
Exploitation (COMIREX), [REDACTED]
← 1045-1130 Director of Special Activities (OSA), BG Wendell Bevan
Lunch
1300-1500 Director of National Photographic Interpretation
Center (NPIC), John Hicks

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Thursday, 10 January 1974 - 6F21

0800 Class Discussion
0900-1100 Director of Development and Engineering (OD&E),
Les Dirks
1115-1215 Director of Technical Service (OTS), John McMahon
Lunch
1330-1430 Director of Research and Development (ORD),
Sayre Stevens

Friday, 11 January 1974 - 6F21

0800 Class Discussion
0915-1215 Optics Tutorial, [REDACTED]
Lunch
1315-1400 Discussion

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16 Travelers
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4006

TENTATIVE SCHEDULE OF TRIPS FOR CDC #8

Northern Trip

Rochester, New York - Eastman Kodak Co. 24 January
Lv D. C. late afternoon, 23 January

Yorktown Heights, New York - IBM 25 January
Lv Rochester late afternoon, 24 January
Stay in Holiday Inn at Mt. Kisco

Lv Westchester County Airport late afternoon,
25 January, for D. C.

Southern Trip

Oak Ridge, Tennessee - AEC Facilities 11 February
Lv D. C. afternoon, 10 February

Huntsville, Alabama - NASA Facilities 12 February
Lv Knoxville late afternoon, 11 February

Augusta, Georgia - AEC-Savannah River Facilities 13 February
Lv Huntsville late afternoon, 12 February

Charleston, South Carolina - Naval Facilities 14-15 February
Lv Augusta late afternoon, 13 February

Lv Charleston late afternoon, 15 February,
for D. C.

Langley Trip

Langley, Virginia - NASA Facilities 13 March
Lv D. C. early morning, 13 March

Lv Langley late afternoon, 13 March, for D. C.

Western Trip

Dayton, Ohio - AF Facilities, Wright-Patterson AFB 1 April
Lv D. C. afternoon, 31 March

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Western Trip (continued:)

Omaha, Nebraska - SAC Headquarters Lv Dayton mid-afternoon, 1 April	2 April
Las Vegas, Nevada - AEC Facilities Lv Omaha afternoon, 2 April	<div style="border: 1px solid black; width: 100px; height: 20px; display: inline-block;"></div> STATINTL April
Marysville, California - Beale AFB Lv Las Vegas, 4 April	5 April
Lv Beale AFB afternoon, 5 April, for San Francisco	
Palo Alto, California	7-8 April
Sunnyvale, California - Lockheed	8-9 April
Lv San Jose Municipal Airport afternoon, 9 April, for Vandenberg	
Lv Vandenberg late afternoon, 10 April, for Edwards AFB	
Rental cars to Los Angeles afternoon	11 April
Hughes Aircraft and TRW	12 April
Lv Los Angeles, 13 April, for D. C.	

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